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Norma Cabriaes Gutierrez
California State University, Monterey Bay

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Accelerating an Opioid Safety Collaborative's Efforts in Addressing Opioid Use and Misuse
Norma Cabriaes Gutierrez
Monterey County Health Department, Administration, Planning, Evaluation, & Policy Bureau
Dr. Krista Hanni, MS, PhD
Collaborative Health & Human Services
Department of Health Human Services and Public Policy
California State University Monterey Bay
December 10, 2018
This paper is intended to compliment my capstone project.

Abstract

Opioid dependency has skyrocketed since the 1990's. Today, there is roughly 1 opioid prescription written for every 2 Monterey County residents according to the California Department of Public Health (2018). Individualized efforts to address the opioid crisis must become a smooth-running process to rectify the damage of over-prescribing. The Prescribe Safe Monterey County Initiative has been a leader in alleviating some damages the epidemic has brought upon our community since their work began in 2014. Accelerating their efforts to combat opioid misuse and abuse by utilizing Monterey County Health Department's strategy maps is the focus of this capstone. The recommendation is the development of a strategy map to address the opioid epidemic for stakeholders to utilize for addressing gaps in treatment and prescriber education. The expectation is that the county will have a well-structured, user friendly strategy map that addresses the community's needs to combat opioid misuse an abuse.

Keywords: opioids, collaborative impact, strategic planning

Monterey County Health Department: Creating a Legacy of Health Together

The Monterey County Health Department prevails to enhance, protect and improve the health of Monterey County. The department serves over 415,000 county residents thanks to its 800 employees tactfully organized within 7 bureaus: Administration, Public Health, Behavioral Health, Clinic Services, Emergency Medical Services Agency, Environmental Health, and Public Guardian/Public Administration (County of Monterey Health Department, About us, 2018).

Planning, Evaluation, and Policy

The Planning, Evaluation, and Policy (PEP) division of the Health Department's Administration Bureau prioritizes three areas of the Health Department's overall mission. It facilitates the implementation of the Health Department Strategic Plan, positions and monitors department performance standards with national accreditation requirements, and addresses social and environmental policies and practices that give rise to more equitable health outcomes for the county's population (County of Monterey Health Department, What is PEP, 2018).

The health department utilizes strategy planning to instigate collective impact to address high ranked community disparities—public input plays a major role in the design of the strategic planning process. Impact Monterey County (IMC) works closely with PEP as a primary stakeholder in the process and spearheads the Community Health Assessment (CHA). “A community health assessment is a process that uses quantitative and qualitative methods to systematically collect and analyze health status data within a specific community” (Monterey County Health Department, 2018). In response to the CHA, a Community Health Improvement Plan (CHIP) is organized to “describe strategies, stakeholders, goals, and measures of progress for specific health concerns and disparities, and

also highlights opportunities for members of our local public health system to align priorities and actions in a highly focused and organized manner” (County of Monterey Health Department, Accreditation, 2018).

Strategy Maps

Strategy Maps are a tool that is designed to help organizations throughout Monterey County collaborate to improve economic self-sufficiency, educational achievement, the overall quality of life in their communities, and the health and well-being of all who reside in the county. Strategies and measures displayed in the maps represent input from the community and the work of many vital initiatives and collaboratives in the county (Impact Monterey County, 2015), such as the Prescribe Safe Monterey County Initiative, refer to appendix A for a sample strategy map.

The Monterey County Health Department’s utilization of strategy maps has been adopted to coincide with data collected from the county’s Community Health Assessment (CHA) and the Community Health Implementation Plan (CHIP). By reflecting the community’s needs on an interactive web based platform (strategy maps), collective impact will be promoted and utilized as a collaborative tool to tackle community disparities. Strategy maps are specifically designed to prioritize the four priorities determined to be essential in enhancing the lives of county residents; economic self-sufficiency, education, health, and personal safety.

Opioids in Monterey County

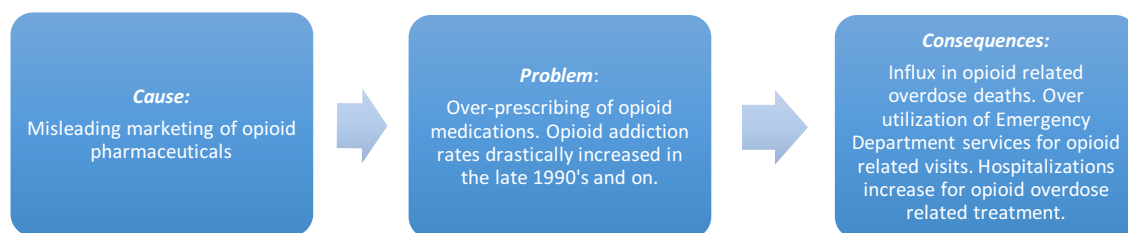
Opioid Crisis by the Numbers

Opioid drug misuse and abuse is a significant problem at a national level (Centers for Disease Control [CDC], 2018). In 2015, more than 33,000 Americans died of opioid

overdose (National Institute on Drug Addiction [NIDA], 2018). The 1990's gave rise to opioid dependency as pharmaceutical companies wrongfully advertised opioids as non-addictive. Prescribers adopted careless prescribing practices and soon thereafter, it became evident that opioids were highly addictive (NIDA, 2018). The National Institute on Drug Abuse (NIDA) claims that there were 49,068 opioid related overdose deaths in the country in 2017, a 4.1-fold increase between 2002 and 2017 (2018).

In California, there were 2,196 opioid overdose related deaths in 2017, and 4,281 non-heroin opioid related emergency department visits (California Opioid Overdose Surveillance Dashboard, 2018). The U.S. Department of Health and Human Services (2018) estimates that 17,087 individuals overdosed from commonly prescribed opioids in 2016 alone, making over prescription of opioids a major concern for the population of Monterey County.

Table 1. Process Model



The evident harms directly associated with opioid drug misuse and abuse in Monterey County are profound. Statistical information available from the California Opioid Overdose Surveillance Dashboard indicates that in 2017, there were 215,649 (482/100k) opioid prescriptions written by prescribers, 7 opioid overdose deaths, 37 reported opioid related overdose hospitalizations, and 37 reported opioid related emergency department visits (California Department of Public Health, 2018).

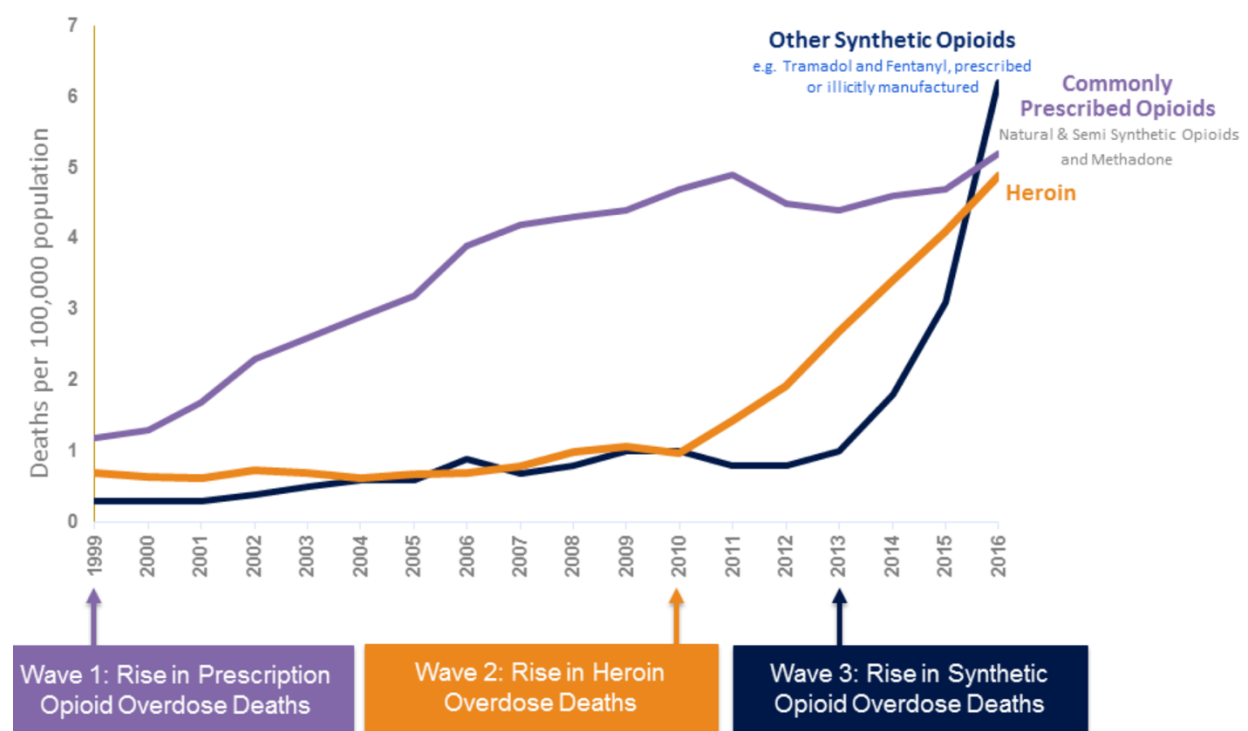


Figure 1. 3 Waves of the Rise in Opioid Overdose Deaths. “Understanding the Epidemic.” Adapted from Centers for Disease Control and Prevention (CDC), 2018. Retrieved from <https://www.cdc.gov/drugoverdose/epidemic/index.html>. Copyright 2018 by CDC.

Accelerating an Opioid Safety Collaborative’s Efforts in Addressing Opioid Use and Misuse.

Prescribe Safe Monterey County (PSMCI) is a local initiative based out of Community Hospital of the Monterey Peninsula (CHOMP) that has been tackling

prescription drug misuse and abuse since 2014 (Community Hospital of the Monterey Peninsula [CHOMP], 2018). They work closely with the county health department, Impact Monterey County, healthcare providers, several law enforcement agencies, pharmacies, and numerous other organizations throughout the county. The diversity of stakeholders offers PSMCI exceptional expertise and knowledge from within their specialties, collective research and data on similar initiatives around the state, and their own efforts in battling the opioid epidemic are important in the process.

Need for Change

Unsystematic and isolated efforts to address the opioid crisis in Monterey County must become a streamlined process. Among contributing factors to the opioid problem in Monterey County is the lack of a collective approach in addressing the crisis. Agencies are working in silos and are not utilizing a hub which can initiate collective impact. Another factor is the substantial number of opioid prescriptions written, roughly 1 prescription for every 2 residents in the county (California Department of Public Health, 2018). This translates into an epidemic triggered by unsafe prescribing practices that can leave consumers battling dependency. Emergency Room services are being utilized for overdose related complications and patients are often sent away without additional resources to address their dependency (R. Close, M.D., personal communication, March 31, 2018). County data demonstrates a decline in opioid related deaths between January 2014 and December 2016 (California Opioid Overdose Surveillance Dashboard, 2018) and a synchronized effort to this maintain momentum will ensure continued success.

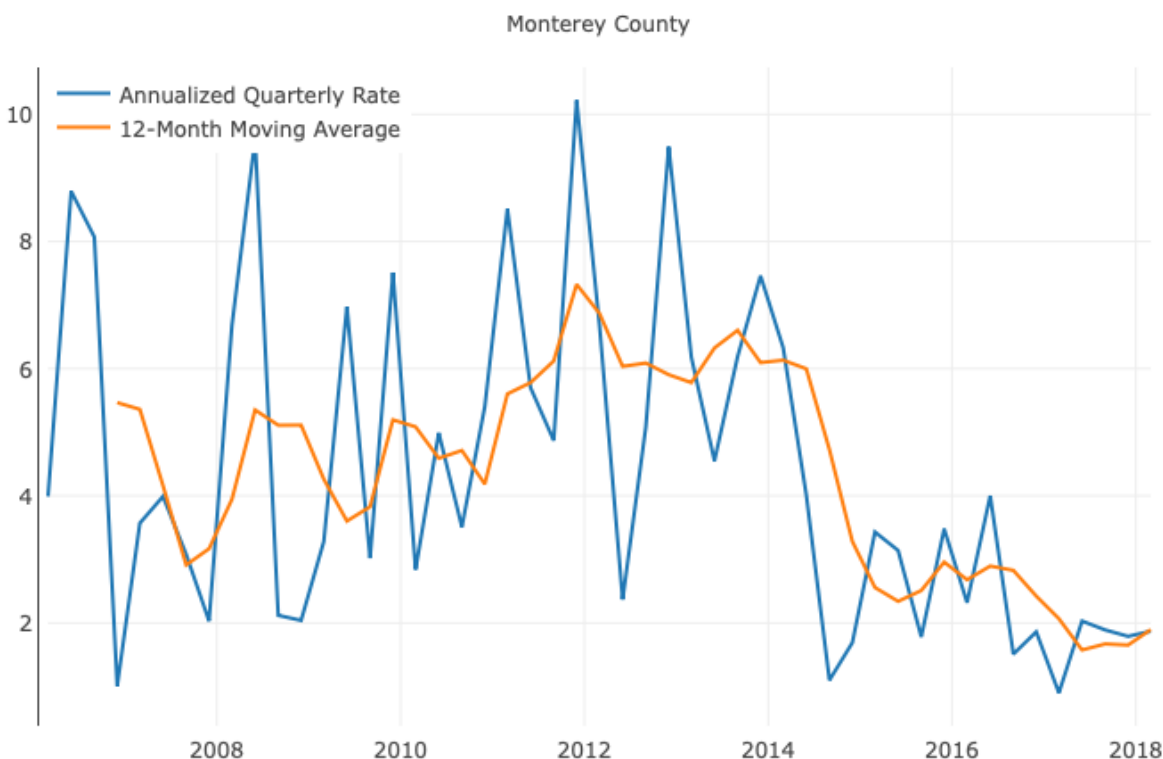


Figure 2. Monterey County Opioid Related Deaths-Total Population. Age-Adjusted Rate per 100,000 Residents. “Monterey Numbers at a Glance.” Adapted from the California Opioid Surveillance Dashboard, 2018. Retrieved from <https://discovery.cdph.ca.gov/CDIC/ODdash/>. Copyright 2018 by California Department of Public Health.

Capstone Implementation

Until recently, the county’s health strategy maps include objectives that address substance use disorder and mental health disorders, but not opioid drug use and misuse. The capstone project is specifically addressing the need for collective impact by development of a strategy map to address the opioid epidemic in the county, a sample of which is provided in Appendix B, that will soon be made available for community stakeholders to utilize for addressing gaps in treatment, prescriber education, and to identify community disparities directly related to opioid use and misuse. Ongoing project evaluation took place with routine check-ins

with PEP Program Manager, Dr. Krista Hanni, survey analysis of stakeholder interests, and continuous work evaluations by PSMCI. Refer to Appendix C for timelines and evaluation tactics.

Inclusion of opioid use and misuse objectives to the county's strategy map proved to be a project of great magnitude, inclusive of extensive research. The need for opioid drug misuse reform is significant in the county, as primary efforts have been taking place in the peninsula area, leaving the rest of the county without much representation and lacking public services. The project will fill the need of a system tailored to distribute resources to address the problem at a countywide level. A sample survey sent to stakeholders for evaluation of interest is provided in Appendix D.

Project Results

Outcomes

The county now has a well-structured strategy map that addresses the community's needs to combat prescription opioid use and misuse. Agencies should find this tool user friendly and easy to understand. Ideally, the opioid use and misuse strategy maps will make Monterey County a model figure for other public health agencies who are looking for effective solutions to addressing the opioid epidemic in their communities. At the end of the project a survey was provided to allow for an opportunity for 5 key project team members to evaluate the effectiveness of the project and to provide feedback.

Assessment

A survey was composed with four questions formatted to gather feedback on the likelihood that the project met the intended outcomes. All respondents agreed that: 1) The project

was very likely to invite collaborative impact in addressing the opioid epidemic. 2) There is probability that the project will provide closure in the existing gap in services for treatment. 3) They unanimously agreed that the project has a lot of capacity to accelerate PSMCI's work. Sixty-seven percent felt the content adequately reflects the necessary pathways to addressing the epidemic.

Based on survey results, the survey achieved expected outcomes of accelerating PSMCI efforts in addressing prescription opioid use and misuse in Monterey County. All survey results and corresponding graphs are provided in Appendix E.

Strengths

The immense requirement for collaboration and community outreach was responsible for the success of this project. The knowledge obtained in touring chemical dependency treatment facilities and the subsequent professional relationships played an immense role in the development of the strategy maps, including the objective content. Without assistance from existing community assets, strategy map stakeholders, and members of the health department, the project would not be complete.

With the establishment of new professional relationships, newly acquired professional communication and etiquette was gained. Having capacity to properly communicate in a professional environment is essential when expanding upcoming professional opportunities as a new college graduate.

Limitations

Processes can be timely and some circumstances require patience. The extensive need for learning was very frustrating but rewarding. Constant research of various administrative office

environment details such as: terminology, office software utilization, process definitions and intentions, and use of basic office equipment took a lot of time to learn. Regardless of the reasoning responsible for delays, the waiting period can be stressful and exhausting. Capstone is a project led by passion for a cause and productivity is motivated by ambition to make change-fast. In times of significant delays, follow up communication was utilized to inquire on the status of the pending task(s), and support was offered to improve productivity. The project was not complete by the anticipated timeline which led to delays in the assessment process, requiring a modification in the survey questions and targeted audience. The project did not require radical modifications but did undergo constant modifications in processes used to achieve success.

Lack of understanding of administrative processes was a constant challenge during the entire capstone process. The lack of familiarity with office equipment, process protocols, office etiquette and computer based programs significantly impacted productivity as the ongoing learning curve generated delays in task completion. Time management was also a significant challenge at times as schedule demands conflicted with other engagements or responsibilities. Development of the strategy map objective content was an unexpectedly taxing and time consuming process that required noteworthy assistance from Dr. Hanni, Dr. Close, and Dr. Grover.

Conclusion: Social Impact

Opioid dependency is a disease plagued with stigma and negative attitude. Health care providers are not exempt from harboring dismissive attitudes toward addiction which negatively impact patient care (Boekel, Browers, Wheeghel, & Garretsen, 2013). Individualized efforts to address the opioid crisis must become a smooth-running process to rectify the damage of over-

prescribing. The attempt to bridge the gap in treatment services by integrating Prescribe Safe Monterey County Initiative's work in to the county's strategic planning processes can help expand provider comprehension and provide support to healthcare professionals when dealing with treatment of the opioid use disorder (OUD) (Boekel, et al., 2013). Helping people cope with emotionally challenging situations and identifying risk factors known to pre-dispose individuals to addiction can reduce the number of lives lost to opioid misuse and abuse.

Reflection

The expansion of the strategy for health map has expanded the county's capacity to bringing social change. The capstone project is now showcasing the extensive work and efforts Prescribe Safe has invested in reducing opioid use and misuse all while inviting participation from existing community assets to join in and enhance their work. This in turn, will provide a systematic and streamlined process to address the opioid crisis in the county. Stakeholder participation is the core component to making the strategy maps effective, making stakeholder outreach essential for success. IMC, Prescribe Safe Monterey County Initiative, PEP, and all other major players of strategy map development must continue to support the capstone project by educating and recruiting stakeholders to join efforts in obtaining collective impact. Once the content is uploaded onto Impact Monterey County's website, it will be accessible to the public, which will further assist Monterey County Health Department's strategic planning process for the foreseeable future.

The opportunity for personal and professional growth during the externship experience at PEP was substantial. Self-confidence has vastly increased, leading to an augmented ability to

communicate clearly and effectively. Acquired knowledge of office logistics and the caliber of work the county health department executes are instrumental qualities for professional pathways. Although exposure to influential partnerships that are investing in addressing the opioid crisis have proven to be advantageous, the most impactful learning experience has been the ability to understand addiction. The decision to strive to understand what was presumed to be a lifestyle choice has resulted in comprehension of a disease that conquers and destroys lives much like a terminal illness. Capstone is a contribution to the community with intent to provide a tool to aid those who need it and to prevent addiction.

Intern Role

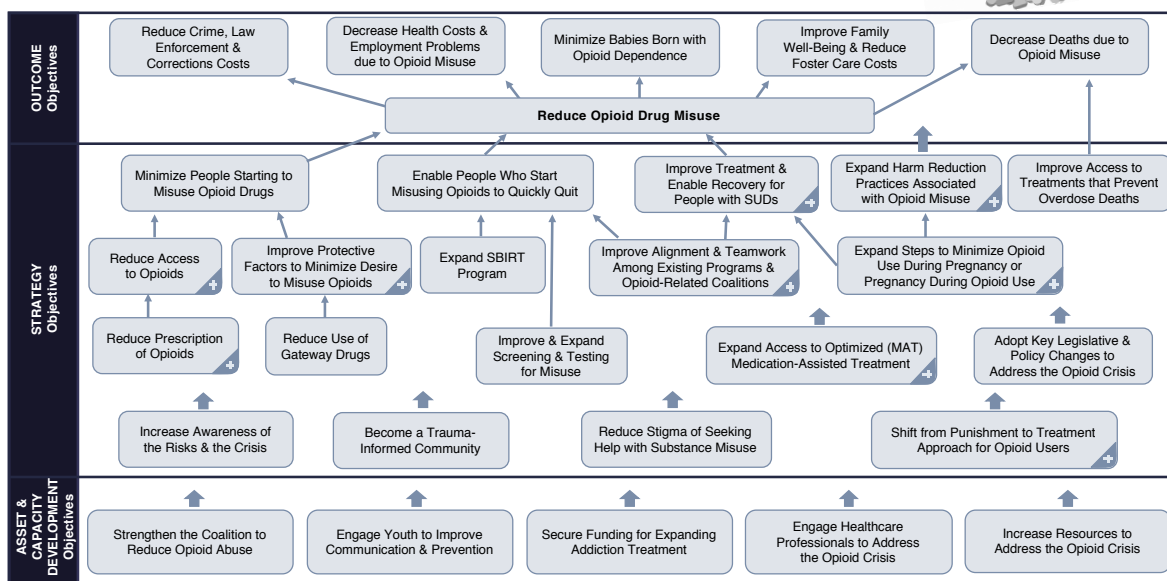
The intern role at PEP is one to be taken seriously. The opportunities to learn are vast and require a lot of time commitment. It is an ideal environment for a self-sufficient individual who requires minimal support, although support from the highly knowledgeable staff is readily available. The opportunities to network with community leaders are plentiful, and professional connections are easily made.

References

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Appendix A

COMPREHENSIVE STRATEGY to address Opioid + Heroin Abuse



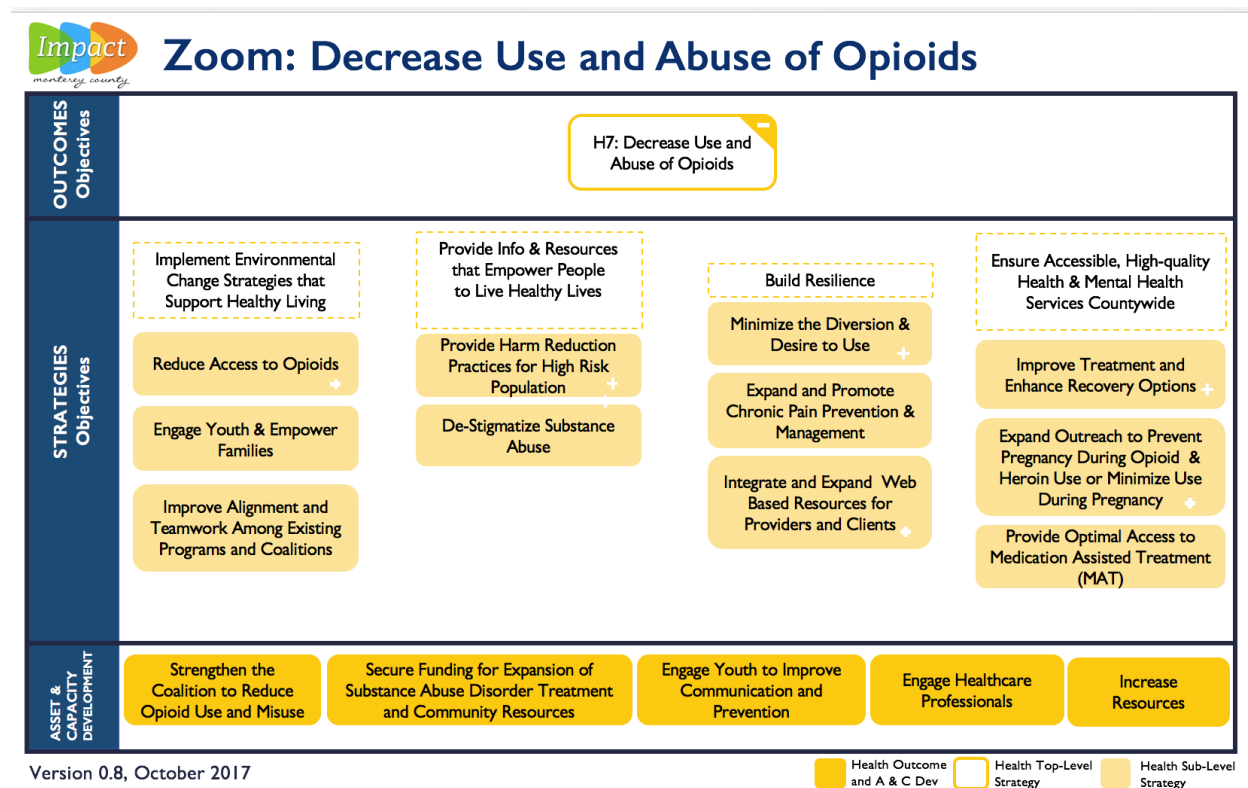
Version 23, December 2017

Access Full Template & Resource Hub at bit.ly/opioidcrh

Version 23, December 2017

Access Full Template & Resource Hub at bit.ly/opioidcrh

Appendix B



Appendix C

Scope of Work

Task	Supporting Staff (Optional)	Timeline/Dates (September 2017 through December 2017)
Weekly check-ins with Krista	Elena	Every Monday at noon
Generate Spanish bulletins/postings on various social media sites	Karen Smith	Ongoing through Dec. 8 th
Complete and review CHIP, CHA, and other readings as assigned	Krista and Elena	Ongoing
Attend meetings/job shadow	Krista	As deemed appropriate
Meet with Evelyn A. for reflection interview	Elena	Before Oct. 20
Meet with Elena to discuss communication reflection assignment	Krista	Before Oct. 27 th
Obtain assistance with presentation about agency (gather, confirm or obtain data)	Elena and Krista Possibly Ana V. or Angelica (depending on topic)	By Oct. 27 th
Discuss capstone project ideas/possibilities with Krista	Elena	Between Nov. 17 th and Dec. 8 th
Assist with Safe Dates project <ul style="list-style-type: none"> • Data cleaning • Managing surveys • Enter fidelity checklists 	Elena	Ongoing
Assist with Strategy Maps <ul style="list-style-type: none"> • Data entry • Descriptors for indicators 	Elena	Ongoing

Task	Supporting Staff (Optional)	Timeline/Dates (January 2018 through May 2018)
AmeriCorps Training in Los Angeles	AmeriCorps	April 9-14
Capstone presentation #1 assistance	Krista, Elena	2/5-2/8
Approval of winter timesheet	Krista	2/5
Assistance with Capstone report #1	Krista, Elena	Ongoing through 3/11
Assistance with Capstone report #2	Krista, Elena	Ongoing through 5/14
Timesheet and evaluation	Krista, Elena	By 5/18
Establish respective site(s) for capstone related work. Possibilities include CHOMP, Monterey Co. Health Department, work from home, other potential "off site" work	Krista, Dr. Grover, Dr. Close, AmeriCorps	Ongoing
Meet with Prescribe Safe Monterey County	Krista, Dr. Close, Dr. Grover	Ongoing
Establish VISTA role and responsibilities	AmeriCorps, Prescribe Safe, Krista	By May 1
Adding opioid epidemic to Monterey County strategy map objectives-Focal point of Capstone project	Krista, Dr. Grover, Dr. Close	Ongoing
Attend meetings at various locations	Krista, AmeriCorps, Dr.'s Grover and Close	Ongoing
Gather information for assigned 400/496S reflections	Krista, Elena	As needed
Meet with Krista	Mentor	Every Tuesday from 12 to 12:30 pm

ACCELERATING AN OPIOID SAFETY COLLABORATIVE'S EFFORTS IN
ADDRESSING OPIOID USE AND MISUSE

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Task	Supporting Staff (Optional)	Timeline/Dates (August 2018 through December 2018)
Discuss PPT presentation with Krista and/or Elena	Secondary mentor and Primary mentor	By September 11 th
Attend meetings	Mentor	Ongoing
Continued development of opioid strategy map	Mentor Prescribe Safe	Ongoing through 9/15
Implementation/completion of capstone project	Mentor, Elena, Prescribe safe	By 10/1
Evaluation of capstone project	Mentor, Elena, Prescribe Safe	By 11/1
Discuss most effective method to present capstone	Mentor, Elena	By 11/1
Develop capstone project presentation	Krista, Elena	Done by 12/7
Solicit assistance on 400B/496B assignments	Krista, Elena, Prescribe Safe	Ongoing
Complete other agency tasks as needed	Krista, Elena	Ongoing
Generate Provider Bulletin	Krista, Ana Leyva	Ongoing; every two months through 12/4

Appendix D

Initial Stakeholder Interest Survey Questions

Q1 Please provide the name of your agency. Respondent skipped this question

Q2 Please list location(s) and contact information for Respondent skipped this question service rendered. If multiple locations, please list.

Q3 Please provide hotline or helpline access information Respondent skipped this question including hours of operation.

Q4 Please provide link to website. Respondent skipped this question

Q5 What are the eligibility requirements for treatment Respondent skipped this question based on services offered? Please check all that apply.

Q6 Please select services you provide. Check all that Respondent skipped this question apply.

Q7 Please indicate forms of payment/insurance plans Respondent skipped this question honored at your facility/facilities. Check all that apply.

Q8 Is there anything you would like to add? Respondent skipped this question

Q9 Please provide contact information. Respondent skipped this question

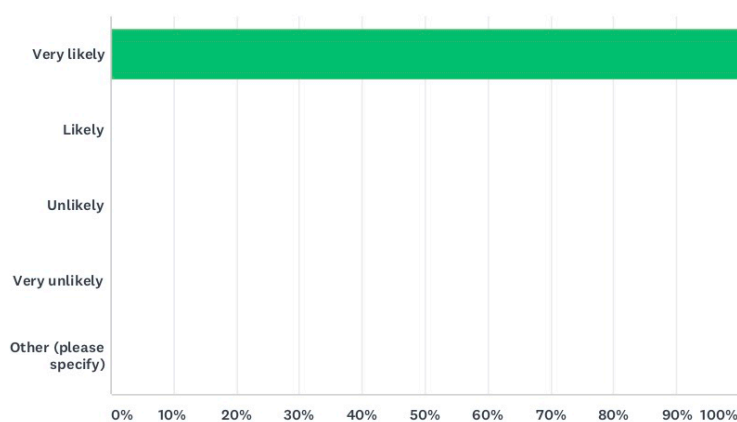
Appendix E

Survey Questions for Project Evaluation

Decrease Opioid Use and Misuse Strategy Map Evaluation

Q1 Based on content, do you feel collaborative impact on addressing the opioid epidemic in Monterey County is an achievable goal?

Answered: 3 Skipped: 0



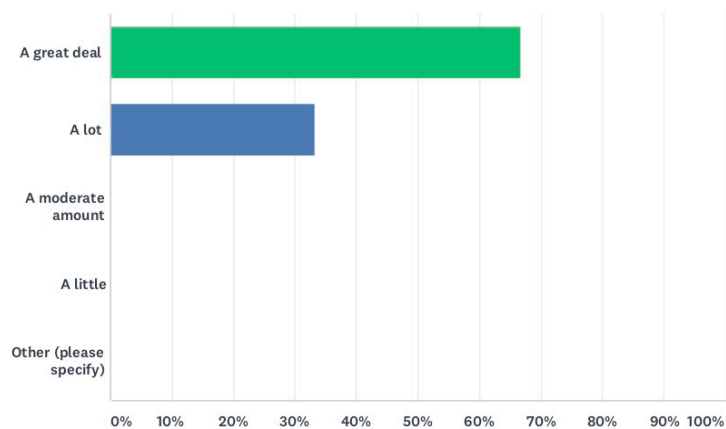
ANSWER CHOICES	RESPONSES	
Very likely	100.00%	3
Likely	0.00%	0
Unlikely	0.00%	0
Very unlikely	0.00%	0
Other (please specify)	0.00%	0
TOTAL		3

Appendix E

Decrease Opioid Use and Misuse Strategy Map Evaluation

Q2 Does content adequately reflect necessary pathways to addressing the opioid epidemic in Monterey County?

Answered: 3 Skipped: 0



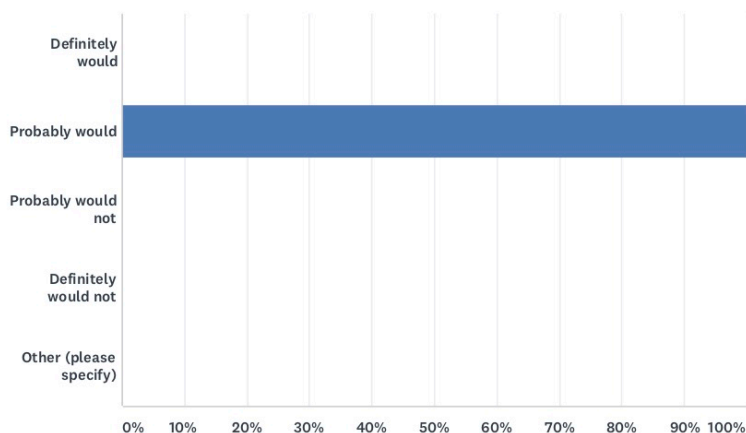
ANSWER CHOICES	RESPONSES	
A great deal	66.67%	2
A lot	33.33%	1
A moderate amount	0.00%	0
A little	0.00%	0
Other (please specify)	0.00%	0
TOTAL		3

Appendix E

Decrease Opioid Use and Misuse Strategy Map Evaluation

Q3 Does content have potential to provide a closure in gap for treatment services?

Answered: 3 Skipped: 0



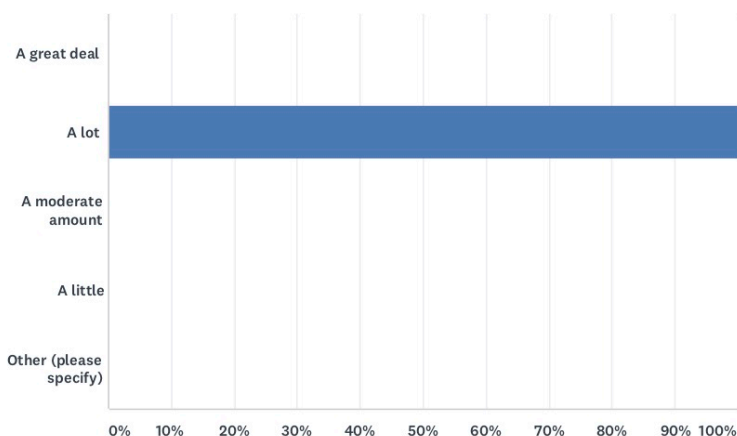
ANSWER CHOICES	RESPONSES	
Definitely would	0.00%	0
Probably would	100.00%	3
Probably would not	0.00%	0
Definitely would not	0.00%	0
Other (please specify)	0.00%	0
TOTAL		3

Appendix E
Appendix E

Decrease Opioid Use and Misuse Strategy Map Evaluation

Q4 Based on your personal understanding of Prescribe Safe Monterey County Initiative's mission, do you believe the "Decrease Opioid Use and Misuse" strategy map content has capacity to accelerate their intended outcomes?

Answered: 3 Skipped: 0



ANSWER CHOICES	RESPONSES	
A great deal	0.00%	0
A lot	100.00%	3
A moderate amount	0.00%	0
A little	0.00%	0
Other (please specify)	0.00%	0
TOTAL		3

Appendix E

Decrease Opioid Use and Misuse Strategy Map Evaluation

Q5 Please provide any additional feedback in the designated space below.

Answered: 2 Skipped: 1

Rx safe has been doing a great job of forwarding an initiative that will reduce the use/abuse of opioids and decrease deaths/overdoses in the long term. the Drs have put in alot of their own personal time and effort into the initative and have built collaborations that will likely bring our county to the goal of a safer community.

This is a great start to synthesizing all the ongoing activities as well as identifying areas where the Initiative could support further development to create a multi-strategy approach for decreasing opioid use and misuse.